



SACHI A. HAMAI  
Chief Executive Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

April 6, 2016

To: Supervisor Hilda L. Solis, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: Sachi A. Hamai  
Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

### **REPORT BACK – DRAFT OF THE CONSULTANT'S SCOPE OF WORK FOR REVIEW AND RECOMMENDATION OF BEST PRACTICES OF THE PROBATION GOVERNANCE (ITEM NO. 9, AGENDA OF FEBRUARY 16, 2016)**

On February 16, 2016, the Board approved a motion to explore best practices in the field of Probation governance instituted nationally and internationally. In this effort, the Board directed the Chief Executive Office, in consultation with the Interim Chief Probation Officer, to report back to the Board with a draft scope of work to be utilized by the consultant.

The attached for your review is the draft scope of work completed with the assistance of the Auditor-Controller, the Interim Chief Probation Officer and the Working Group established in the February 2, 2016, Civilian Oversight Commission motion by Supervisor's Kuehl and Ridley-Thomas.

Should you have any questions, please contact Sheila Williams, Public Safety, at (213) 974-1155.

SAH:SW:DC:cc

c: Executive Office, Board of Supervisors  
County Counsel  
Auditor-Controller  
Probation

B100763.Probation.SOW.Reportback.bm.040616.docx

*"To Enrich Lives Through Effective And Caring Service"*

***Please Conserve Paper – This Document and Copies are Two-Sided  
Intra-County Correspondence Sent Electronically Only***

## STATEMENT OF WORK

### PROBATION GOVERNANCE MODEL CONSULTING SERVICES

#### I. BACKGROUND

On February 16, 2016, the Los Angeles County (County) Board of Supervisors (Board) approved a motion authorizing the Chief Executive Officer (CEO) to retain an independent Consultant with expertise in probation system reform efforts, criminal and juvenile justice matters, and youth development to examine the current structure of the Probation Department (Probation or Department). The Consultant was instructed to work in collaboration with the Interim Chief Probation Officer and the CEO in consultation with the Probation Oversight Commission Working Group (Working Group) established through the February 2, 2016 motion on Probation oversight.

#### II. OBJECTIVES

The Consultant shall review and evaluate Probation's organizational structure and the logistics of changing the structure, as well as study other national and international models and best practices of criminal justice reform (for both juveniles and adults). The Consultant shall provide the Board with recommendations on the Probation Governance Model to enhance program services that better meet the needs of those involved in the probation system.

#### III. SCOPE OF WORK

The Consultant will work independently; though will collaborate with the Department of Auditor-Controller (A-C), the Interim Chief Probation Officer and the CEO and consult with the Working Group, to provide an analysis and assessment of the Department's structure as well as a set of recommendations to the Board in a timely and thorough fashion. The Consultant shall perform the following:

##### **Study of Best Practices in Criminal Justice Reform**

- A. Identify research and best practices in staffing, programs, and interventions to meet the needs of probation involved youth, 18 – 24 year olds (transitional age youth or TAY), and adult populations. Specifically, identify the:
  - 1) Characteristics and developmental needs for each population.

# DRAFT

- 2) Staffing models, including specific education, experience and traits of staff, which are the most appropriate for working with each population.
  - 3) Programs and interventions appropriate for each population that supports a high quality needs-based continuum of physical health, trauma-informed mental health, and substance abuse support (in consultation with appropriate departments such as the Department of Mental Health).
  - 4) High quality education and/or workforce training models/programs for each population (in consultation with appropriate departments/County-related agencies such as the Los Angeles County Office of Education).
- B. Identify regional, national, and international models in promoting rehabilitation and public safety and the above best practices for juveniles, TAY, and adults.
- 1) Identify other model jurisdictions, including at a minimum, two other counties in the State of California (State), three national models (states or counties), and two international models.
  - 2) For each model, include information comparing:
    - i. The span of control and number of management levels.
    - ii. The budget structure, including for juveniles and adults.
    - iii. Qualitative and quantitative factors demonstrating the success of the model (i.e., information on rehabilitative and vocational/job training programs, recidivism rates, high school graduation or General Education Development rates by probation youth, etc.)

## **Study of the Probation Department's Current Structure and Effectiveness**

- C. Perform an assessment of the strengths and weaknesses of the Department's current organizational structure by assessing the extent to which the structure meets the needs of the populations and is in line with best practices and the regional, national, and international models discussed above.
- D. Perform an assessment of the Department's budget, funding sources, and operations. Specifically, the Consultant shall:
- 1) Compare Probation's budget, funding sources, and staffing for Fiscal Years (FY) 2014-15, FY 2013-14 and FY 2012-13 and with other jurisdictions identified above for the same time periods. The comparison should be done department-wide, and by juvenile and

# DRAFT

adult operations and should separately include direct and indirect costs (categorical and restrictive).

- 2) Identify the annual federal and State revenues received for FY 2014-15, FY 2013-14 and FY 2012-13 allocated between adult and juvenile populations. Determine the amounts that are flexible or otherwise discretionary.
    - i. Assess the management of federal and State revenues, and compliance with statutory funding requirements (e.g., Juvenile Justice Crime Prevention Act funds).
    - ii. Compare the management and use of federal and State funds with those allocated to other relevant, model jurisdictions identified above.
  - 3) Conduct an assessment of available discretionary funds, what they are used for, and the effect on the juvenile, TAY, and adult populations.
- E. Evaluate hiring and training practices within the Department for the juvenile, TAY, and adult populations. Specifically, identify and recommend the education, experience, training, and traits most appropriate for working with the youth, TAY, and adult populations separately. In addition, the Consultant shall identify:
- 1) The number of existing Probation staff that possess the education, experience, training, and traits.
  - 2) The number of additional staff and training(s) needed (if any) and the corresponding funding needs.
- F. Conduct an assessment of long term options for probation facilities, including but not limited to consolidation, repurposing, and potential closure.

## **Evaluate the Logistics of Changing the Department**

- G. Evaluate the feasibility and identify the logistic needs of the following options. For each option, consider the impact the changes will have on the TAY population who are involved in the probation system, and the impact on other County departments:
- 1) Establishing separate departments for juvenile (up to 18 years old), and adult probationers.

# **DRAFT**

- 2) Establishing separate departments with juvenile and TAY (up to 24 years old) probationers in one department, and adult probationers in the other.
- 3) Splitting the Department into two units – one for juvenile (up to 18 years old), and one for adult – with an executive manager for each, but one department head.
- 4) Splitting the Department into two units – one for juvenile and TAY (up to 24 years old), and one for adult – with an executive manager for each, but one department head.
- 5) Remaining as one Department and splitting the budget units into two separate units to establish a fiscal separation for juvenile and adult services. In addition, recommend where the TAY population should be placed, or whether the Department should to create a third budget unit to track TAY services.
- 6) Merging one or more of the Department's operations within existing County departments.

## **Final Analysis and Recommendation**

- H. Provide a finalized written analysis of this research that includes recommendations to the Board on the Probation Governance Model, including the impact on adult and youth clients as well as existing staff.

## **IV. FIELDWORK DELIVERABLES**

- A. The Consultant shall schedule an Entrance Conference with the CEO Project Manager (or designee) within 48 hours of the execution of this contract.
- B. The Consultant shall submit a work plan/schedule to the CEO Project Manager within three business days of the execution of this contract. The work plan/schedule shall include a timeline that corresponds with the deadlines of this work order.
- C. The Consultant shall provide weekly status updates to the CEO Project Manager.
- D. The Consultant shall attend and present status updates at Working Group and Public Safety CAR meetings. (Date(s) to be determined)
- E. The CEO shall monitor the status updates to ensure successful completion of the Work Order within the schedule. Each weekly status update provided by the Consultant shall include the following information:

# DRAFT

1. List of accomplishments during the reporting period.
  2. Summary of project status as of reporting date.
  3. Tasks and other work to be completed during the next reporting period.
  4. Description of any issues to be resolved.
- F. The Consultant shall immediately notify the CEO Project Manager of any difficulties encountered that could jeopardize the completion of the Work Order or milestones or deliverables with the agreed upon schedule.

## V. REPORT DELIVERABLES

- A. The Consultant shall provide ## copies of the draft report to the CEO, A-C, and Interim Chief Probation Officer no later than (DATE). In addition, provide copies of the draft report to the Working Group at least 48 hours prior their meeting.
- B. The Consultant shall provide ## copies of the final report to the CEO, A-C, and Interim Chief Probation Officer no later than (DATE). The Consultant should also provide copies of the final report to the Working Group at least 48 hours prior their meeting. In addition, one electronic copy of the draft report shall be submitted in a Microsoft Word file with no security provisions (via email) to the County Project Manager by the "DRAFT REPORT DUE DATE" shown on the first page of this document.
- C. The Consultant's reports must be submitted in a single-sided format, single-spaced with each page numbered. The cover letter must be on the firm's letterhead, addressed to the CEO and signed and dated by the Consultant's Project Administrator with his/her title clearly identified. All reports shall indicate the date the review was completed and include a table of contents.